Citizenship and Immigration Canada

Report on Plans and Priorities

2008–2009

Approved by

The Honourable Diane Finley
Minister of Citizenship and Immigration

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SECTION I

Overview

Message from the Minister

I am pleased to present the *2008–2009 Report on Plans and Priorities* for Citizenship and Immigration Canada (CIC).

Since Confederation, immigration has played a key role in the growth of this country, with more than 15 million people from every corner of the world coming to Canada in search of opportunity, refuge and hope. They are attracted to this nation's values rooted in freedom, respect and hard work.

Canada is now home to its highest proportion of immigrants in over 75 years. The latest census reports that between 2001 and 2006, Canada's population grew by 1.6 million persons, 1.1 million of whom were immigrants.

One of the key priorities for the Department is making our immigration system more responsive to labour market needs. The success of Canada's immigration plan depends on attracting the right people to where they are needed and where they and their families will find opportunity.

We are seeing substantial growth in the demand for temporary foreign workers when Canadians can't be found to fill jobs. The Temporary Foreign Worker Program is an important tool to help employers respond to regional labour and skills shortages. We will continue to look for ways to make it more efficient for employers to get the people they need. We will also work with our partners to ensure that employers are meeting their commitments to workers, and that workers are aware of their rights.

Foreign students and temporary foreign workers often demonstrate that they have the skills and experience to succeed in our economy and our society. To take advantage of that, we announced the Canadian Experience Class in the last budget. This new immigration stream will allow certain skilled temporary foreign workers and international students with Canadian degrees and work experience to apply for permanent resident status without leaving the country.

We are working more closely with the provinces and territories to help them get the newcomers who meet their specific regional needs. Many of them are expanding their use of the Provincial Nominee Program to meet that goal.

The large number of people waiting to come to Canada is evidence that our country is a destination of choice for immigrants. But the number has grown to the point where people are waiting too long, and this is hurting our ability to attract the best and the brightest. The backlog has been building for a long while and reducing it will take time, but we must begin to address the problem.

Our Government is committed to making it easier for newcomers and their families to succeed. We have substantially increased funding for settlement services, committing over $1.4 billion in settlement funding over five years. This money is now being used to help immigrants improve their language skills, find jobs, or get referrals to community resources and counseling services.

As part of the international community, and in keeping with our humanitarian tradition, Canada will continue to use the refugee resettlement program to offer protection to those refugees most in need. We will continue to strengthen partnerships at home and abroad in order to contribute to finding durable solutions for more refugees, including those who have been in a refugee situation for a prolonged period.

At home, Canada's asylum system is held up by the United Nations High Commissioner for Refugees as a model for the world. We will look at ways to make it more efficient and to focus resources on those who truly need protection, while at the same time protecting the safety and security of Canadians.

The ultimate goal of our Immigration Program is citizenship. Citizenship sets a solid foundation for newcomers by promoting a shared national identity, a sense of belonging, loyalty and attachment to Canada, as well as rights and obligations. Through broad amendments to the *Citizenship Act*, we are taking action to fix past citizenship problems, to recognize Canadian citizens and to protect the value of Canadian citizenship for the future.

I encourage you to learn more about CIC's work by visiting www.cic.gc.ca. None of the improvements, programs and initiatives could succeed without the support and total engagement of CIC staff. Their loyalty and dedication to public service deserve recognition, and millions of Canadians who benefit from their sense of duty would agree.

The Honourable Diane Finley, P.C., M.P.
Minister of Citizenship and Immigration

Management Representation Statement

I submit for tabling in Parliament, the *2008–2009 Report on Plans and Priorities* (RPP) for Citizenship and Immigration Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008–2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the Department's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

_____ **Date:** _____

Richard B. Fadden
Deputy Minister

Raison d'être

Citizenship and Immigration Canada (CIC)[1] selects immigrants and temporary residents and assists with immigrant settlement and integration while offering Canada's protection to refugees. CIC also grants Canadian citizenship and promotes the rights and responsibilities inherent in citizenship. The Department develops Canada's admissibility policy, sets the conditions to enter and remain in Canada, and conducts screening of immigrants and temporary residents to protect the health, safety and security of Canadians. In doing so, CIC, in collaboration with its partners, fulfils its role in identifying applicants who could pose risks to Canada for reasons including health, security, criminality, organized crime, and violation of human and international rights.

Organizational Information

The Department was created through legislation in 1994 to link immigration services with citizenship registration. It promotes the unique ideals all Canadians share and helps build a stronger Canada. CIC's broad mandate is derived from the *Department of Citizenship and Immigration Act*. More specifically, the Minister of CIC is responsible for the *Citizenship Act* of 1977 and portions of the *Immigration and Refugee Protection Act* (IRPA), which was the result of a major legislative reform in 2002. Immigration is also an area of shared jurisdiction with the provinces under the *Constitution Act, 1867*.

The Ministers of both CIC and Public Safety Canada are responsible for administering IRPA. CIC and the Canada Border Services Agency (CBSA)[2] support their respective Ministers in the administration and enforcement of IRPA. The organizations work collaboratively to achieve and balance the facilitation and enforcement objectives of the Immigration Program.

CIC has 44 in-Canada points of service and 90 points of service in 77 countries.

CIC's Vision

An approach to immigration that:

- responds to the needs of communities in all parts of the country by creating opportunities for individuals to come to Canada to make an economic, social, cultural and civic contribution while also realizing their full potential, with a view to becoming citizens; and
- supports global humanitarian efforts to assist those in need of protection.

CIC's Mission

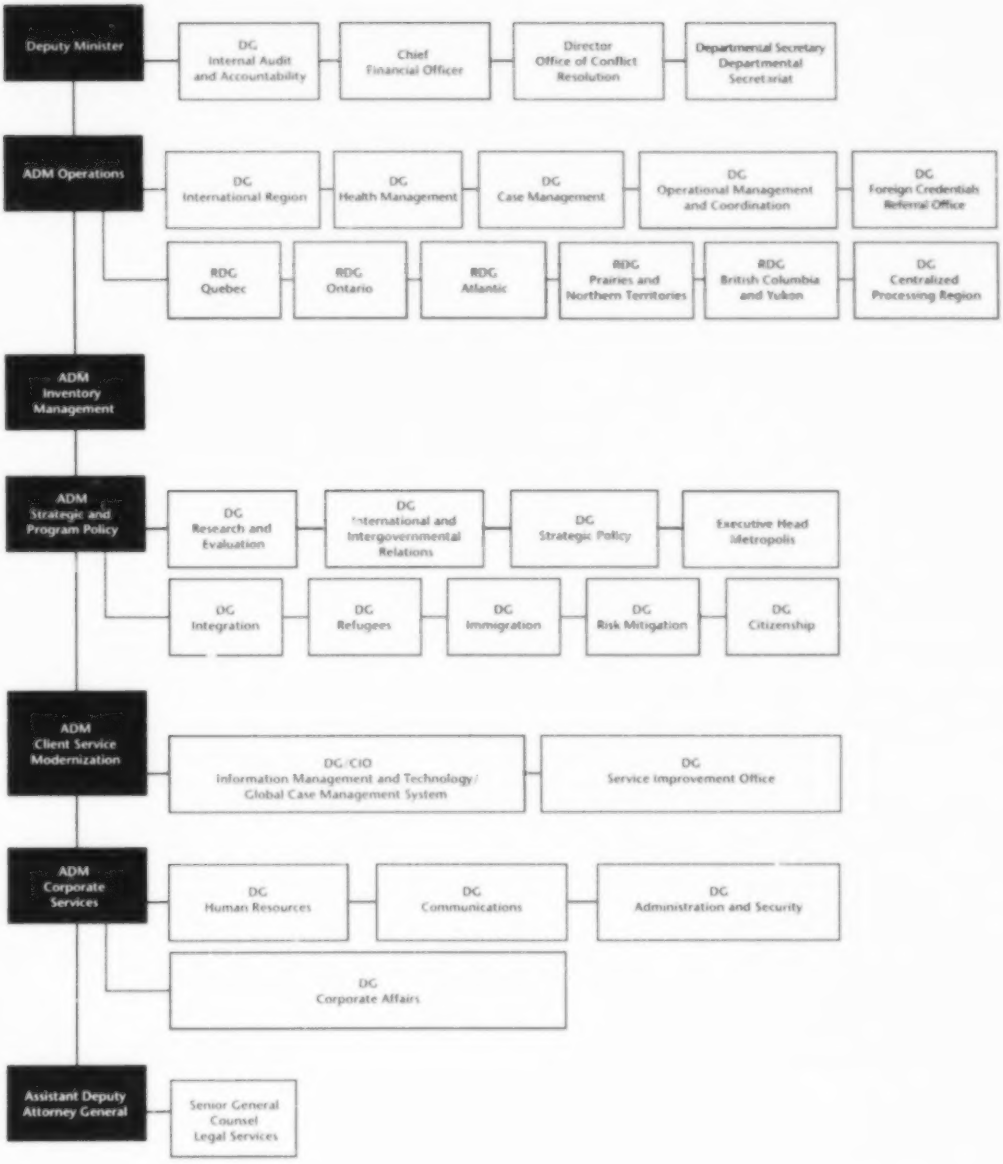
CIC, with its partners, will build a stronger Canada by:

- developing and implementing policies, programs and services that:
  - facilitate the arrival of persons and their integration to Canada in a way that maximizes their contribution to the country, while protecting the health, safety and security of Canadians;
  - maintain Canada's humanitarian tradition by protecting refugees and persons in need of protection; and
  - enhance the values and promote the rights and responsibilities of Canadian citizenship; and
- advancing global migration policies in a way that supports Canada's immigration and humanitarian objectives.

1 For more information on CIC's programs, see www.cic.gc.ca.

2 For more information on the CBSA, see www.cbsa-asfc.gc.ca.

Organizational Chart



Accountabilities

Minister

The Honourable Diane Finley is the Minister responsible for Citizenship and Immigration Canada.

Deputy Minister

Richard B. Fadden is the Deputy Minister. Reporting to the Deputy Minister are five Assistant Deputy Ministers; the Director General, Internal Audit and Accountability; the Chief Financial Officer; the Director of the Office of Conflict Resolution; and the Departmental Secretary. The Assistant Deputy Attorney General leads the Justice team in providing legal services to the Department.

Assistant Deputy Minister, Operations

The Operations Sector is accountable for all of the Department's program delivery activities. This sector includes the domestic regions, the International Region, the Operational Management and Coordination Branch, the Case Management Branch, the Health Management Branch and the Foreign Credentials Referral Office. It also includes the Centralized Processing Region, which operates specialized case processing centres in Mississauga, Ontario, Vegreville, Alberta, and Sydney, Nova Scotia, as well as a national call centre in Montréal and the Query Response Centre in Ottawa.

Assistant Deputy Minister, Inventory Management

The ADM, Inventory Management, works very closely with the ADM, Operations, to meet the Department's and the Government's priorities with respect to the Immigration Program. The ADM provides corporate vision and leadership for the development and implementation of strategies, approaches and programs to ensure that CIC has the capacity to deliver a complex suite of services in immigration, refugee protection and citizenship.

Assistant Deputy Minister, Strategic and Program Policy

The Strategic and Program Policy Sector leads the Department's strategic agenda on both the domestic and international levels and directs related policy, planning and research strategies. The branches in this sector include Strategic Policy, Immigration, Integration, Refugees, Citizenship, Risk Mitigation, International and Intergovernmental Relations, and Research and Evaluation branches, as well as the Metropolis Project.

Assistant Deputy Minister, Client Service Modernization

The Client Service Modernization Sector is leading the redesign of CIC's service delivery model, setting service improvement priorities and directing program investments to achieve the best results for our clients. This sector comprises the Information Management and Technology Branch (which includes the Global Case Management System project) and the Service Improvement Office.

Assistant Deputy Minister, Corporate Services

The Corporate Services Sector is responsible for CIC's management agenda, bringing together responsibility for key corporate functions. This sector consists of the Administration and Security Branch, the Human Resources Branch, the Communications Branch and the Corporate Affairs Branch.

Voted and Statutory Items Displayed in the Main Estimates ($ Millions)

Vote		**Current Main Estimates 2008–2009 (Note 1)**	Previous Main Estimates 2007–2008
1	Operating expenditures (Note 2)	**396.1**	413.5
5	Grants and contributions (Note 3)	**884.7**	732.2
(S)	Minister of Citizenship and Immigration – Salary and motor car allowance	**0.1**	0.1
(S)	Contributions to employee benefit plans (Note 4)	**38.6**	41.5
(S)	Loans to immigrants and refugees to facilitate the arrival of newcomers pursuant to section 88 of the *Immigration and Refugee Protection Act*	–	–
	Total Department	**1,319.5**	1,187.3

Note 1 Overall, the 2008–2009 Main Estimates of $1,319.5M are $132M higher than the previous year due to the following factors:

Note 2 Operating expenditures in Vote 1 decrease by $17M from the previous year. This is primarily because of the ending of available departmental funding for the Global Case Management System ($15M) and Budget 2007 cost-efficiency reductions of approximately $2M.

Note 3 Grants and contributions in Vote 5 increase by a net amount of $152M. This increase is primarily because of additional funding of $111M for the *Canada-Ontario Immigration Agreement* and $49M for settlement and integration services across Canada. These additional resources were offset by a decrease of $8M for the *Canada-Quebec Accord*.

Note 4 Statutory amounts for employee benefit costs decrease by $3M due to a decrease in the planned rate used to estimate these expenditures.

Departmental Planned Spending and Full-Time Equivalents (FTEs) ($ Millions)

	Forecast spending 2007–2008 (Note 1)	**Planned spending 2008–2009**	Planned spending 2009–2010	Planned spending 2010–2011
Budgetary Main Estimates	1,187.3	**1,319.5**	1,402.8	1,397.4
Non-budgetary Main Estimates	N/A	**N/A**	N/A	
Less respendable revenue	N/A	**N/A**	N/A	
Total Main Estimates	1,187.3	**1,319.5**	1,402.8	1,397.4
ADJUSTMENTS NOT IN MAIN ESTIMATES				
Supplementary Estimates (A):				
Temporary Foreign Worker Program	4.6			
Government advertising programs	2.4			
Foreign Credentials Referral Office	2.2			
Write-off of outstanding immigration loans	1.6			
Implementation of the *Public Service Modernization Act*	0.5			
Evaluation of grants and contribution programs	0.3			
Transfers to other government departments (Note 2)	(8.8)			
Supplementary Estimates (B):				
Transfers from other government departments	0.4			
Other Adjustments:				
Operating budget carry forward from 2006–2007	21.1			
Employee benefit plans (statutory), and collective agreements (Note 3)	6.6			
Lifting visa requirements for the Czech Republic and Latvia		**(0.7)**	(0.7)	(0.7)
Exempting certain adoptees from the immigration process		**(0.2)**	(0.2)	(0.2)
Total Planned Spending	1,218.2	**1,318.6**	1,401.9	1,396.5
Less non-respendable revenue	(448.7)	**(466.4)**	(485.1)	(504.5)
Plus cost of services received without charge	232.0	**251.4**	253.2	255.0
Total Departmental Spending	1,001.5	**1,103.6**	1,170.0	1,147.0
FTEs	3,750	**3,604**	3,613	3,548

Note 1: Includes Main Estimates plus Supplementary Estimates and other statutory authorities.

Note 2: This amount includes a transfer of $8.4M to Foreign Affairs and International Trade to support CIC operations at missions abroad.

Note 3: This amount includes in-year adjustments for collective agreements of $1.2M and additional employee benefit plan costs on internal salary transfers totalling $5.4M.

Budget 2008

Budget 2008 announced measures that will enable CIC to improve and modernize the Immigration Program.

Investing in People

The Budget builds on *Advantage Canada* priorities with initiatives to improve the immigration system's capacity and flexibility to respond to Canada's dynamic and evolving labour market demands.

CIC received additional resources—$22 million for two years, growing to $37 million per year by 2012–2013—that will help expedite the application process for those seeking to come to Canada. The increased demand for temporary foreign workers in particular has stretched processing capacity. These funds will help CIC meet the demand for temporary visas, while ensuring targets for permanent residents are met as tabled in the Annual Immigration Levels Plan.

As part of the process of modernizing the immigration system, changes to IRPA will be proposed that will provide more flexibility in processing applications and managing the growth of the backlog.

The Government also committed to help post-secondary educational institutions attract foreign students and facilitate their arrival. For example, an on-line application system for student visas and other measures to improve service and speed up processing will be implemented.

Improving Canada's Borders

Budget 2008 also addresses the concern of Canadians for border integrity and security. Funding was provided to introduce the use of biometrics data in the visa-issuing process to verify identity and travel documents of foreign nationals. The Budget announced $26 million over two years to implement the use of fingerprint and photo technology, which will prevent identity fraud and enhance the security of the Immigration Program.

These initiatives will make the immigration system more flexible, efficient and responsive, and at the same time, enhance the safety and security of Canadians.

Note: These recent Budget 2008 commitments are not included in the narrative in this *Report on Plans and Priorities*, nor are they included in the planned spending figures for the Department. However, the Department is committed to moving forward on these priorities. Progress on the planning and implementation of these initiatives will be reported on in the *2008–2009 Departmental Performance Report*.

Summary Information

Financial Resources		
2008–2009	2009–2010	2010–2011
$1,318.6M	$1,401.9M	$1,396.5M

Human Resources		
2008–2009	2009–2010	2010–2011
3,604 FTEs	3,613 FTEs	3,548 FTEs

Explanation of change: Planned spending increases by $83M in 2009–2010, compared to the previous year, primarily because of increased funding for settlement and integration services across Canada, and additional funding for the *Canada-Quebec Accord*. This funding is primarily related to contributions, not salary costs, and therefore results in no significant change to FTEs.

In 2010–2011, planned spending decreases when compared to the previous year, mainly because of the sunsetting of short-term funding related to the processing of international students. This change results in a slight decrease in FTEs over the same period.

Departmental Priorities

The following three priorities, which were first committed to in 2006–2007, continue to be the primary focus of the Department's management agenda for 2008–2009. These priorities support the achievement of all six of CIC's program activities as demonstrated in more detail below.

Departmental Priorities	Type
1. Integrating Policy across Departmental Program Activities	Ongoing
2. Improving Client Service	Ongoing
3. Building the Workforce of the Future	Previously committed

Program Activities by Strategic Outcome

CIC's three strategic outcomes describe the long-term results that the Department's programs are designed to achieve. The Department's Program Activity Architecture (PAA) is a framework that provides an inventory of programs and activities, and describes their linkages to the three strategic outcomes. The PAA also provides an enduring foundation for financial and performance reporting to Parliament. For further information, see details by program activity in Section II.

($ Millions)	Expected Results	**Planned Spending 2008–2009**	Planned Spending 2009–2010	Planned Spending 2010–2011	Contributes to the Following Priority
Strategic Outcome 1: Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians					
1. Immigration Program	Arrival of permanent residents who contribute to Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians	**$164.7M**	$164.5M	$164.4M	Priorities 1 and 2
2. Temporary Resident Program	Arrival of temporary residents who contribute to Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians	**$60.9M**	$64.5M	$54.3M	Priorities 1 and 2
Strategic Outcome 2: International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada					
3. Canada's Role in International Migration and Protection	Canada influences the international policy debate as part of its international responsibilities with respect to international migration and refugee protection	**$4.0M**	$4.0M	$4.0M	Priorities 1 and 2

($ Millions)	Expected Results	**Planned Spending 2008–2009**	Planned Spending 2009–2010	Planned Spending 2010–2011	Contributes to the Following Priority
4. Refugee Program	Persons in need of protection and Convention refugees are protected by Canada by upholding our international obligations and humanitarian traditions, while protecting the health, safety and security of Canadians	**$94.2M**	$94.1M	$93.9M	Priorities 1 and 2
Strategic Outcome 3: Successful integration of newcomers into society and promotion of Canadian citizenship					
5. Integration Program	Newcomers contribute to the economic, social and cultural development needs of Canada	**$940.8M**	$1,021.0M	$1,026.2M	Priorities 1 and 2
6. Citizenship Program	Full participation in Canadian society by citizens	**$54.0M**	$53.8M	$53.7M	Priorities 1 and 2
Total Planned Spending		**$1,318.6M**	**$1,401.9M**	**$1,396.5M**	

Explanation of change: Planned spending increases by $83M in 2009–2010, compared to the previous year, primarily because of increased funding for settlement and integration services across Canada and additional funding for the *Canada-Quebec Accord*.

In 2010–2011, planned spending decreases when compared to the previous year, mainly because of the sunsetting of short-term funding related to the processing of international students.

Departmental Plans and Priorities

Canadian Immigration: Building Canada's Future

Migration is a widespread phenomenon affecting virtually every country in the world. The number of migrants has increased rapidly in modern times, from 76 million in 1960 to 175 million in 2000, and to almost 200 million in 2005. International migrants now equal 3 percent of the world's population, which includes almost 10 million refugees. A number of factors have influenced migration in recent decades: population growth; market globalization; advances in communication technology; ease of transportation; political, economic and social conditions; regional conflicts; and natural disasters.

Immigration has played an important role in building the strong and vibrant economy that Canadians have come to enjoy. To remain competitive in the global economy, Canada needs to continue to draw on the talents and skills that immigrants bring with them. Canada has one of the highest per capita rates of permanent immigration in the world—roughly 0.8 percent in recent years—and has welcomed 3.5 million immigrants in the last 15 years alone. In fact, about 19.8 percent of Canada's population is foreign-born. Canada's cultural diversity represents a tremendous strength, weaving a web of global ties that enriches our social fabric and enhances our economic prosperity.

Canada is one of only a few countries with a managed immigration program that aims to have newcomers ultimately become full citizens. According to Statistics Canada, 85.1 percent of the permanent residents in Canada in 2006 who were eligible for Canadian citizenship had acquired that status. In 2006, Canadian citizenship was granted to 259,802 individuals. Obtaining citizenship is a key step in the integration process for newcomers because it means that they can participate fully in Canadian life. In a world of widespread migration and expanding global ties, however, multiple connections and identities increasingly raise questions about the meaning of citizenship and how to foster a shared national identity and sense of belonging.

While Canada has had success in maximizing the benefits of immigration, an ever-changing world continues to present new issues and challenges associated with an evolving global economy, demographic patterns and geopolitical trends. Canada has much to learn from and contribute to other countries as we work to manage the movement of people in this changing global environment so that the benefits of immigration continue to be felt by states, communities and individuals.

Demographic and labour market context

The United Nations projects that between 2000 and 2050, the world's population will grow by 2.6 billion people, but almost all of that growth will be in developing and least-developed countries. Industrialized countries, such as Canada, will continue to be faced with an aging population and, ultimately, with demographic decline. Even booming developing economies, such as China, may eventually face a decline in population growth. These opposing trends in global demographics will significantly influence migration flows. In particular, there will be increased competition throughout the world to attract skilled

immigrants. Indeed, more and more countries are gearing their immigration programs toward skilled immigrants.

According to Statistics Canada, sometime between 2025 and 2030, the number of births in Canada will equal the number of deaths. If Canada's population is to continue to grow, immigration will be the source of this growth in the absence of a change in fertility and/or mortality rates. These demographic factors are also slowing Canada's labour force growth. Since labour force growth and productivity gains are key to ensuring a rising standard of living, any slowdown in labour force growth must be offset by stronger productivity gains in the future, if recent increases in the standard of living are to be sustained.

Immigration by itself cannot meet Canada's current and future labour market needs, but it is an important part of an overall solution. Immigration currently accounts for more than 70 percent of net growth in the labour force, and it is projected to account for 100 percent of that growth within the next decade because the number of Canadians leaving school and entering the labour force will be sufficient only to offset the number retiring. At current immigration levels, however, domestic sources of labour force growth will remain dominant, producing approximately five times more new entrants per year than from immigration.

While immigration is not the only driver of labour force growth, it is a key source of skilled labour for Canada, as well as an increasingly important mechanism for addressing labour shortages. No generalized labour market shortages are predicted for the next few decades, but shortages of skilled workers are already occurring in particular occupations, sectors, industries and regions. It is therefore important that Canada make the most of everyone's skills, including those of recent immigrants.

More and more, businesses view skilled labour shortages as a serious, long-term problem that will hamper Canada's economic growth and competitiveness. It is therefore important that the country has an immigration strategy that addresses pressing labour market and employer needs in the short term, while helping to build an adaptable and competitive labour force over the long term. To achieve these goals, we must be able to attract and retain immigrants through proactive recruitment and effective integration and family reunification programs.

Health, safety and security in a global context

Global interconnectedness brings shared risks. The ease of travel means that virtually all problems can be global. Epidemics such as SARS and avian influenza can rapidly affect the entire world if they are not managed effectively. Political conflict and civil strife in some parts of the world can have widespread ramifications and will continue to shape geopolitical relations and undermine our sense of security. The global context, especially since the events of September 11, 2001, has heightened concerns about security and migration. A key challenge for Canada is to strike a balance between protecting the health, safety and security of Canadians and facilitating the entry of immigrants and temporary residents who have the potential to contribute to Canada. CIC continues to work with the CBSA and its other partners to fulfil its role of identifying applicants who could pose security, safety or health risks to Canada in order to ensure that the benefits of a more responsive immigration system are not undermined.

Moving forward

Canada has succeeded in attracting and integrating immigrants in the past. The challenge, however, will be to remain globally competitive and enhance our contribution to humanitarian efforts to help the world's most vulnerable people. To help the country meet this challenge, CIC and its partners must have the appropriate people, policies, programs and tools for success.

Within this operating context, CIC will continue to face challenges in a number of areas. As discussed in greater detail below, CIC will be developing strategies and actions over the planning period to address these challenges, which include:

- increasing international competition to attract skilled immigrants;
- ensuring successful settlement upon arrival and full integration over the longer term;
- significant legal challenges of a sustained nature, including those related to immigration fees, the Safe Third Country Agreement and specific decisions made in relation to authority exercised by CIC officials under IRPA;
- a growing number of persons waiting for a decision and a rising demand for services that are taxing existing service delivery networks in Canada and overseas; and
- a growing volume of applicants under the Temporary Foreign Worker (TFW) Program.

Management Agenda

CIC continues to advance its management agenda. Management practices are honed from one year to the next through action plans developed to strengthen management within the Department.

The Management Accountability Framework (MAF)[3] establishes the standards for management in the Government of Canada and is the basis for management accountability between departments and the Treasury Board Secretariat (TBS). The 10 elements of the MAF collectively define key management areas and establish expectations for sound management. CIC has been a frontrunner in using the management areas and associated lines of evidence to improve its practices.

The management agenda that supports the achievement of departmental strategic outcomes is determined through a combination of internal sources (for example, audits, evaluations, corporate risk profile, and management discussions) and is reinforced by the annual MAF-based assessment.

The Department has three priorities that are the primary focus of its management agenda for 2008–2009 and reflect the following elements of the MAF.

3 For further information on the MAF, see http://www.tbs-sct.gc.ca/maf-crg/index_e.asp.

Departmental Priorities	Government of Canada MAF Elements
1. Integrating Policy across Departmental Program Activities	Policy and Programs
2. Improving Client Service	Citizen-focused Service
3. Building the Workforce of the Future	People

PRIORITY 1

Integrating Policy across Departmental Program Activities

While Canada's immigration system provides a strong foundation upon which to build, action is needed to ensure that it is well positioned to meet new and emerging challenges that are closely interconnected. CIC is taking an increasingly horizontal approach to developing policies and programs that will make Canada an attractive destination for immigrants. CIC will focus on measures that improve how Canada targets and selects immigrants and supports their integration and pursuit of citizenship, while striving to meet our humanitarian goals and manage risks and pressures on the immigration system itself. An integrated approach to addressing challenges that cut across the immigration, integration, refugee and citizenship programs is crucial to achieving results in departmental priorities.

CIC is working to ensure that policy is integrated across its entire mandate and that it seamlessly supports the delivery of programs and services to clients. Integrating policy across departmental program activities ensures that all immigration and citizenship programs and policies are working together to meet challenges and to serve Canada's interests.

CIC is also working to ensure effective partnership and coordination within the Department. Collaboration and dialogue with other departments takes place at multiple levels in order to achieve a broad-based understanding of the pressures, challenges and policy directions with respect to immigration. CIC will continue to work closely with the provinces, territories and other key players such as communities, employers and non-governmental and international organizations to advance Canada's immigration interests.

Challenges and strategies

Declining population growth and the aging of the population pose challenges for Canada's future labour force. It is essential that the country has immigration and citizenship strategies that address pressing labour market and employer needs in the short term, while helping to build an adaptable and competitive labour force over the long term.

One of the challenges is to maximize the contribution of immigration to Canada. It is therefore important to select entrants who have the education, experience and language proficiency to successfully adapt to a changing labour market and to meet continually emerging labour market needs across the country.

CIC is responding by launching initiatives identified in *Advantage Canada*[4] that will support economic prosperity by providing access to the people who want to help Canada meet its labour market needs and drive long-term economic growth. For the permanent streams of immigration, CIC is launching the new Canadian Experience Class (CEC) whereby foreign students with Canadian credentials and skilled work experience, and skilled temporary foreign workers who are already in Canada, may apply for permanent residence without leaving the country. For the temporary streams, CIC is making improvements to the TFW Program and is increasing temporary foreign worker admissions to a historically high level. These initiatives will help Canada tap into a pool of talented people who have demonstrated they can succeed in our economy and society.

Current settlement patterns, however, result in an unequal distribution of the benefits of immigration across the country. While less than 65 percent of the Canadian population lives in metropolitan areas, more than 90 percent of newcomers settle in those areas. In fact, three-quarters of newcomers settle in Canada's three largest urban areas—Toronto, Montréal and Vancouver. Rural and smaller urban areas are having difficulty attracting and retaining immigrants who would help meet their labour market requirements. CIC is accommodating the growth in demand from provinces and territories through the Provincial Nominee Program (PNP) and the Department continues to work closely with provinces and territories to make the immigration system more responsive to community needs across Canada. CIC will also continue to participate in the renewal of the Government of Canada's *Action Plan for Official Languages*.[5]

Bringing immigrants to Canada is only part of the challenge. Just as important is ensuring that they settle successfully upon arrival and integrate fully over the longer term. Improving immigrant labour market outcomes is key to their successful socio-economic integration. Evidence suggests that the economic and social well-being of immigrants and their families is lower than for immigrants of previous decades.

The challenges newcomers face are numerous: acquisition of English or French; recognition of their credentials, skills and work experience acquired abroad; and familiarity with the norms of the Canadian workplace and society. It will be important to look at ways in which the current range of settlement programs and services—including those provided by provincial, territorial and community partners—can be improved to better help immigrants in the early settlement period. Budget 2006 invested significant resources to enhance settlement and integration programs for newcomers.

It is common for people to come to Canada and find that either their professional credentials from other countries are not recognized here or the process to have them assessed is slow and complicated. While provinces have jurisdiction over regulating professions, the federal government has a role in providing prospective immigrants and newcomers with the information and referrals they need to find out how their credentials could be assessed and recognized, and what jobs might be

4 For more information on *Advantage Canada*, see www.fin.gc.ca/ec2006/plan/pltoce.html.

5 For more information on the Government of Canada's *Action Plan for Official Languages*, see http://epe.lac-bac.gc.ca/100/205/301/pco-bcp/website/06-10-10/www.pco-bcp.gc.ca/olo/default.asp@language=e&page=action.htm.

available in various fields. The Foreign Credentials Referral Office (FCRO) is currently providing these services on-line and, in collaboration with Service Canada, over the telephone and in-person at 320 Service Canada centres across the country.

The successful social and cultural integration of newcomers into Canada's civic life ensures that new citizens will identify with Canada's core values and participate in Canadian society. Providing newcomers with opportunities for participating and with a welcoming environment are important elements for encouraging full citizenship.

CIC is addressing the issue of "lost Canadians." The Government introduced legislation in December 2007 to amend the *Citizenship Act* to restore citizenship to certain persons who lost citizenship under prior legislation and to give citizenship to others born after 1947 to a Canadian parent outside Canada, but who did not become citizens. The legislation will protect the value of Canadian citizenship by clarifying how citizenship can be acquired and lost. The Department will continue to develop tools to clarify the existing rules governing the loss of Canadian citizenship.

Both the domestic and international components of Canada's refugee protection programs must be examined in order to ensure that we continue to target those most in need of protection and find more durable solutions for a greater number of refugees. Partnerships both at home and abroad will have to be strengthened in order for Canada to contribute further to international solutions for refugees, particularly those in protracted refugee situations. CIC will work to improve the overall management of the refugee system in order to produce faster results and greater finality of claims.

The Immigration Program is under pressure because the demand to come to Canada in all categories has exceeded the immigration levels established by the Government of Canada. This high demand for immigration has pushed the overall number of persons waiting for a decision beyond 850,000. Given this large and growing number and the annual immigration levels plan tabled in Parliament, CIC has faced significant and growing pressure to process applications. This has resulted in lengthy wait times for prospective immigrants, particularly for Federal Skilled Worker applicants.

Another source of pressure on the immigration system is the growing volume of applicants under the TFW Program. While CIC is equipped to deliver on its annual immigration targets, it manages applications under the temporary resident categories within its existing resources. Because they are demand-driven, temporary resident applications require rapid processing to ensure visitors, students and TFWs arrive in Canada in a timely manner. The same resources are used for processing both permanent and temporary resident streams, so that increased demand in one stream puts pressure on the other. A key priority for the future will be the implementation of a backlog reduction strategy. The purpose of developing this strategy will be to help balance competing demands to do more regarding the permanent and temporary immigrant streams and reduce wait times.

Risk management is essential to sustaining Canada's immigration programs and ensuring public confidence in the immigration system. A key challenge for Canada is to strike a balance between protecting the health, safety and security of Canadians, and facilitating the entry of

immigrants and temporary residents who have the potential to contribute to Canada. CIC continues to work with the CBSA and its other partners to fulfil its role in identifying applicants who could pose security, safety or health risks to Canada in order to ensure that the benefits of a more responsive immigration system are not undermined.

PRIORITY 2

Improving Client Service

Immigrating to Canada or becoming a citizen is an important life decision. Clients are better served when they understand the opportunities and challenges involved in immigrating to, and working and living in Canada, as well as the privileges and responsibilities of Canadian citizenship. It is in the best interest of both the clients and CIC that decisions are based on accurate and timely information, and that the application process is straightforward, predictable and transparent.

To help accomplish its departmental strategic outcomes and priorities as well as streamline operations, standardize business practices and improve client service, CIC is working closely with the CBSA on the development of a secure, reliable and efficient case management tool, the Global Case Management System (GCMS) that will, over time, integrate citizenship, immigration and enforcement data worldwide. More information regarding the GCMS is provided on the TBS Web site at www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp.

Client Service Modernization Framework

CIC has adopted a comprehensive framework for client service modernization aimed at improving immigration and citizenship service delivery. This framework is designed to respond to CIC's current service delivery challenges with regard to timely processing and managing client needs and expectations.

The framework focuses on improvements in six key areas: policy directions that support client service; program management; administrative measures; electronic services and tools; resources; and engagement.

Client Service Strategy

An important part of the Department's Client Service Modernization Framework is the Client Service Strategy. The strategy is designed to inform the public of the types and levels of service provided by CIC, and includes three components:

- a Commitment to Client Service, which summarizes CIC's pledge regarding client service;
- Service Standards, which commit publicly to the level of performance that clients can normally expect when obtaining a service offered by CIC; and
- a Service Charter, which explains what clients can expect from CIC and how they can provide feedback.

The first component of the strategy has been approved, while the second and third components will be introduced in 2008–2009. A communications strategy

will be developed to reach target audiences and ensure public awareness of the Client Service Strategy.

E-Services and e-tools

CIC is developing a "Client e-Continuum," a broad range of electronic services that will support clients who apply for immigration and citizenship services, from their initial contact with CIC to the final disposition of their case. These services will, over time, include the following:

- an e-Application, which will allow clients to complete, sign and submit applications online, in a secure manner;
- an Electronic Notification System (ENS), a secure system that will allow CIC and external partners such as educational institutions to exchange information in support of several immigration processes (testing of the e-Application and ENS will begin in 2008–2009);
- e-Payment, a tool that will allow clients to pay their fees online;
- "MyCIC," a portal that will provide clients worldwide with secure online access to services and tools requiring identity proofing. It will enable them to communicate with CIC and provide information pertaining to their case; and
- a Client Service Page, an Internet-based page that will bring together information on programs and policies as well as a variety of new and existing tools to better assist individuals who want to apply for services and keep track of the status of their case.

Other client service improvements

Other key CIC initiatives related to the Service Modernization Agenda for 2008–2009 include the following:

- development of an action plan to modernize CIC's service delivery network based on a model that is integrated, responsive and accessible around the world;
- various operational simplification projects (including changes to regulations, if required) to improve service delivery, such as streamlining the TFW and citizenship application processes; and
- development and strengthening of partnerships with other government departments and agencies, and service providers to enhance client access to CIC services and improve application processing.

PRIORITY 3

Building the Workforce of the Future

Building the workforce of the future continues to be a departmental priority for 2008–2009 in recognition of the importance CIC attaches to the workforce in achieving its organizational goals. Since the Workforce Renewal Office, which was established in April 2006, will complete its mandate on March 31, 2008, other areas of the Department will assume accountability for the ongoing implementation of management strategies with regard to this priority.

CIC's operating context requires that all employees be adaptable and quickly learn new ways of approaching their day-to-day business. The Department also faces demographic challenges, such as an aging workforce. As a result, retention is increasingly becoming an issue in the public service environment, and managers will be competing for talented resources.

CIC's priority to build the workforce of the future is designed to support employees through these changes so that they can, in turn, continue to provide high quality services to individual clients and instil ever greater trust in CIC as an organization. CIC's strategy for 2008–2009 is as follows:

- Use the integrated planning process to link business activities to the human resources and financial resources required to support them. Integrated planning will allow the Department to identify key workforce gaps, both current and emerging, more systematically and implement the necessary strategies to address them.
- Continue to improve and/or develop innovative people management programs and services in the areas of recruitment, employee development and enabling infrastructure. Examples of improvements planned for 2008–2009 include:
  - on-campus recruitment in Canadian universities;
  - redesigning and launching an external recruitment and development program for citizenship and immigration officers;
  - enabling continuous learning by ensuring that at least 90 percent of employees have an individual learning plan;
  - implementing specific and targeted actions designed to improve work life quality among all CIC employees;
  - ongoing research, development, implementation and measurement of initiatives and tools designed to help all CIC employees prevent and/or manage conflicts encountered in the workplace; and
  - updating the Department's Intranet site and communicating more regularly with staff on human resources issues, and the tools and programs available to them.

Improving Management Practices

Following the annual MAF-based assessment, the Department develops an action plan that identifies areas of improvement for the next year. In 2008–2009, efforts will focus on six key areas: the evaluation function, workforce improvements, project management, information management, client service and performance information.

The Department will focus on strengthening the evaluation function and ensuring that it reflects the requirements of the new TBS evaluation policy. The risk-based evaluation plan will be reviewed and updated to ensure 100-percent coverage of grants and contributions and as much coverage of direct program spending as resources permit. The results

of evaluation studies will continue to be actively communicated throughout the Department to inform policy and program decision making.

In addition to the improvements identified under the Workforce of the Future priority, human resource services will be streamlined in 2008–2009 by adopting best practices from other departments and using common platforms.

CIC is determined, through rigorous planning and monitoring, to increase the effectiveness of project management with a view to optimizing business and corporate opportunities while continuing to improve client service. In particular, CIC is working with TBS to ensure that resources invested in the GCMS, a major Crown project, will lead to the design and implementation of the best possible solution to meet immediate and future business requirements.

CIC will also ensure information management/information technology (IM/IT) assets are managed in compliance with the new TBS policies on information management, information technology and project management. A continued roll-out of the Records Disposition Information Management System (RDIMS), a Government of Canada enterprise records and document management solution, will ensure that CIC is well positioned to meet the policy's stated preference for the electronic storage of information. The Department will review its IT governance structure and IT investment process with a view to improvement. The IT project management function will be augmented through the implementation of a project and portfolio management tool.

In 2008–2009, CIC will develop options and models to modernize its service delivery network. It will begin developing an e-application that can be completed online and will lead a number of key operational simplification projects. In order to accomplish this work, service delivery models will be defined to leverage the use of technology while ensuring accessibility to CIC programs. Feedback gathered from clients will allow the Department to measure satisfaction and guide the development and/or improvement of online tools. Business processes will be simplified and integrated into ongoing CIC activities.

CIC developed a performance measurement framework in 2007 as part of the implementation of the Management Resources and Results Structure (MRRS) policy. The framework identifies indicators and data sources that will be used for reporting on expected results at all levels of CIC's Program Activity Architecture beginning in 2008–2009. A working group has been established to monitor implementation and to review and propose improvements to the framework in order to strengthen results-based management within the Department.

The Department is increasing the amount of meaningful performance information to support departmental decision making by taking the following measures: strengthening the evaluation function; completing the implementation of the new Audit Policy; moving forward with GCMS implementation; continuing to focus research efforts; and implementing the MRRS policy. For 2008–2009, the Department expects to have a fully integrated Corporate Business and

Resource Plan. During 2008–2009, the Department will track performance against plans at the branch and sector levels to support effective allocation and reallocation decisions and the adjustment of plans, as required, to achieve the expected results.

Critical Partnerships

Provincial and territorial partners

Since immigration is a joint responsibility under the Constitution, effective collaboration between the federal government and the provinces is essential to the successful management of the Immigration Program. CIC's relationship with individual provinces and territories is guided by formal agreements that outline how the two levels of government work together. There are currently framework agreements with nine jurisdictions, including two first-ever agreements with Alberta and Nova Scotia that were signed in 2007.[6] Agreements under the PNP are also in place with 10 jurisdictions. The PNP gives provinces and territories the authority to nominate individuals as permanent residents to address specific labour market, economic and social development needs.

Multilateral meetings at the ministerial, senior official and working levels are increasingly being used as a mechanism for federal/provincial-territorial discussions on common approaches and concerns regarding immigration issues, and for sharing best practices. As provinces and territories become more active in immigration and as policy tools evolve that allow greater regional involvement in immigration, CIC will continue to look for opportunities to further enhance its engagement with the provinces and territories.

International partners

By its very nature, the movement of people across borders has always had an international dimension. The government has made it a priority to use bilateral and multilateral relationships to promote global stability and to strengthen Canada's place in the world.

As a country recognized for having a long and successful experience with migration, Canada is well placed to contribute to global discourse on the subject. CIC remains focused on asserting Canada's role in international migration and protection through various multilateral fora.[7]

CIC's experience in migration management can support the three pillars of the Government of Canada's Strategy for the Americas: security, prosperity and governance. CIC remains committed to shared border initiatives and to building stronger relations with its U.S. and Mexican counterparts. CIC will continue to enhance these key bilateral and regional ties in 2008–2009 as well as those with the European Commission and states developing an interest in migration management.

6 For more detailed information on the agreements, see CIC's 2007 *Annual Report to Parliament on Immigration* at www.cic.gc.ca/english/resources/publications/annual-report2007/section2.asp. All current agreements can be found at www.cic.gc.ca/english/about/laws-policy/agreements/index.asp.

7 These include the Inter-Governmental Consultations on Asylum, Refugee and Migration Policies (IGC), the Four Country Conference, the International Organization for Migration (IOM), the G-8 Migration Experts Subgroup, the Regional Conference on Migration (Puebla Process), the United Nations High Commissioner for Refugees (UNHCR), the Global Forum on Migration and Development, and the Organisation for Economic Cooperation and Development (OECD).

Other government departments

CIC and the CBSA share responsibility for administering IRPA and support each other in carrying out their respective functions. They work closely at the international, national, regional and local levels to ensure effective and efficient program delivery. With support from the CBSA, and security and law enforcement agencies, CIC screens prospective immigrants and temporary residents, assists with immigrant settlement and integration, and offers Canada's protection to refugees and those in refugee-like situations. CIC supports the CBSA in managing and running Canada's ports of entry. CIC provides information and other support to build intelligence to prevent inadmissible persons from reaching Canada and to detect persons who are in Canada but in contravention of IRPA.

CIC will also continue to work closely with the CBSA on a number of initiatives such as the implementation of the Asylum Annex, the CEC and the Western Hemisphere Travel Initiative. Other projects are underway regarding the use of biometrics and other technologies and applications (Permanent Resident Card, GCMS) to strengthen client identification, and document and program integrity.

CIC will also continue to work closely with the Immigration and Refugee Board (IRB)[8] on issues relating to the management of the refugee and immigration portfolio. The IRB is an independent administrative tribunal that adjudicates immigration inadmissibility, detention reviews, appeals and refugee protection claims made within Canada. While the independence of the IRB and its decision makers is always maintained, there is close collaboration with CIC on general immigration and refugee policy and program issues.

CIC also delivers its programs in Canada and overseas in collaboration with Foreign Affairs and International Trade (DFAIT), Public Safety Canada and other key agencies involved in managing access to Canada and protecting Canadian society. These agencies include the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS), which work to ensure public safety. They also include Health Canada (HC) and the Public Health Agency of Canada (PHAC), which work with CIC on immigrant health issues. CIC works closely with its Department of Justice Legal Services Unit to ensure that CIC operations, service delivery, policy development, corporate direction and management are legally sound. CIC also works with Human Resources and Social Development Canada (HRSDC) on several files, including the TFW Program and the FCRO, as well as with Canadian Heritage on citizenship promotion activities and on Canada's Action Plan Against Racism. Finally, CIC works with the Canadian International Development Agency (CIDA) to respond to humanitarian needs and increase international dialogue on migration and development.

In addition, CIC works closely with a wide range of stakeholders including employers, service provider organizations and various interest groups. CIC will continue to foster these relationships and encourage stakeholders to take on greater partnership responsibilities with respect to the Immigration Program.

8 For further details, see www.irb-cisr.gc.ca/en/index_e.htm.

SECTION II

Analysis of Program Activities by Strategic Outcome

Strategic Outcome 1: Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians

Performance Indicator

Income from all sources (investment, employment earnings, self-employment, employment insurance) for skilled worker principal applicants after three years compared to Canadian benchmark.

Introduction

Migration is a positive force for economic and social development. CIC continues to promote Canada as a destination of choice for talent, innovation, investment and opportunity. Canada's immigration policy, through CIC's Immigration and Temporary Resident Programs, facilitates the entry into Canada of new immigrants and temporary residents who have the ability to contribute to the labour market and economy through their skills, their business experience or the capital they invest. Canada also welcomes family class immigrants who are sponsored and thus supported in their initial integration by close family members. Many people sponsored as members of the family class also make a significant economic contribution to Canada. At the same time, the success of these programs requires a balance between welcoming newcomers and protecting the health, safety and security of Canadians.

In 2008–2009, CIC will work with its partners to increase the contribution of the economic immigration stream to supporting Canada's economic prosperity and competitiveness. The aim is to have a more responsive immigration system that recruits and selects immigrants who best meet labour market and economic objectives, while improving outcomes for new immigrants and maintaining the integrity of the Immigration Program.

CIC will launch a new avenue to permanent immigration: the Canadian Experience Class. The CEC will be a new economic immigration program that will facilitate the immigration of Canadian-educated international graduates and temporary skilled foreign workers already in the country. This new program will aim to attract more skilled persons, including skilled tradespersons, by facilitating the transition to permanent residence, and to retain those with the work or study experience that makes them most likely

to succeed. In the coming year, CIC will strengthen partnerships to encourage immigration across Canada. CIC will build on efforts over the last year and continue to work closely with its provincial and territorial partners to select immigrants and temporary workers who meet the provinces' and territories' particular needs, and support the development of official language minority communities.

CIC will continue to reunite families by expeditiously processing applications from sponsored spouses and dependent children. The number of applications from parents and grandparents that will be processed will remain consistent with the previous three years. CIC will also continue to play a significant role in maintaining Canada's humanitarian tradition by offering protection in Canada for refugees and persons in need of protection.

CIC will continue to work with its partners in Canada and overseas to support the admission of temporary and permanent residents. Much of the work involved in making decisions on who is eligible to come to or remain in Canada is based on verification of information provided and checks to ensure that these persons do not pose a security or health risk to Canada. In most cases, CIC's role begins when an application is submitted at any of the points of service in Canada and abroad, and ends when a visa is issued overseas or an application is approved in Canada. CIC therefore controls all but one of the steps that lead to temporary or permanent admission to Canada: namely, when successful applicants and their families decide to travel to Canada.

For a number of reasons, not every visa issued results in a person arriving, and in an average year, about 4 percent of visas are not used. For example, in 2006, CIC processed approximately 360,000 applications for permanent residence both overseas and in Canada, some 217,000 visas were issued overseas, and more than 37,000 authorizations for landing were approved in Canada. Altogether, CIC rendered some 1,800,000 final decisions for temporary and permanent resident applications in 2006, and in 2007, preliminary data indicate that this figure rose to more than 1,900,000 final decisions.

Immigration Target Ranges for 2008

Each year, under section 94 of IRPA, the Minister of Citizenship and Immigration is required to table before Parliament an annual immigration plan outlining the total number of immigrants that Canada aims to receive in the subsequent year. CIC's commitment is to issue sufficient visas and authorizations to support planned admissions of permanent residents in 2008 within a planning range of 240,000 and 265,000 admissions. In this way, Canada's Immigration Program will continue to respond to the diverse skill requirements of an expanding and dynamic economy. To meet growing regional needs, the plan aims to admit a record number of provincial nominees. As well, the plan includes the introduction of the CEC. Finally, the plan will maintain the Government's commitments to support family reunification and humanitarian objectives.

Immigrant Category	2008 Ranges Lower/Upper
Federal Skilled Workers	67,000 – 70,000
Quebec Selected Skilled Workers	25,000 – 28,000
Federal/Quebec Business	11,000 – 13,000
Live-in Caregivers	6,000 – 9,000
Provincial/Territorial Nominees	20,000 – 22,000
Canadian Experience Class	10,000 – 12,000
TOTAL ECONOMIC	**139,000 – 154,000**
Spouses, Partners and Children	50,000 – 52,000
Parents and Grandparents	18,000 – 19,000
TOTAL FAMILY	**68,000 – 71,000**
Government-assisted Refugees	7,300 – 7,500
Privately Sponsored Refugees	3,300 – 4,500
Protected Persons in Canada	9,400 – 11,300
Dependants Abroad	6,000 – 8,500
TOTAL PROTECTED PERSONS	**26,000 – 31,800**
Humanitarian & Compassionate/Public Policy	6,900 – 8,000
Permit Holders	100 – 200
TOTAL OTHERS	**7,000 – 8,200**
TOTAL	**240,000 – 265,000**

Activity 1 – Immigration Program

Program Description

Design, develop and implement policies and programs to facilitate the entry of permanent residents in a way that contributes to the economic, social and cultural development of Canada, while protecting the health, safety and security of Canadians.

Expected Results	Performance Indicators
Arrival of permanent residents who contribute to Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians.	1. Labour market participation – employment rates for very recent immigrants (individuals who have been immigrants to Canada for less than five years) compared to Canadian average. 2. Number of A44 Reports resulting in removal orders against permanent residents. *Planning range for 2008 based on historical data of 300 annually*

Planned Spending and Full-Time Equivalents			
	Planned spending 2008–2009	Planned spending 2009–2010	Planned spending 2010–2011
	$164.7M	$164.5M	$164.4M
	1,621 FTEs	1,621 FTEs	1,620 FTEs

Immigration policy and program development

In 2008–2009, CIC will continue to design, develop and monitor policies and programs to facilitate the entry of permanent residents in a way that contributes to Canada, while protecting the health, safety and security of Canadians.

Planned Activities	
Develop policies and programs to support a sustainable immigration program, including the development of a backlog reduction strategy. Develop policies and programs to support improved labour market responsiveness of the economic classes. Develop policies and programs to support increased sharing of the benefits of immigration throughout the country, such as those that support official language minority communities. Develop policies and programs to reunite family members in Canada and maximize the social benefits of immigration to Canada, including promotion of family reunification and improved program integrity and efficiency. Develop policies associated with immigration representatives, including improving mechanisms to address concerns relating to the alleged misconduct of immigration representatives.	
Expected Results	**Performance Indicators**
Policies and programs ensure program integrity.	1. Result of ongoing monitoring and assessment of programs. 2. Results of audits and evaluations. 3. Number of new and/or renewed provincial/territorial and other agreements.
Number of permanent residents is consistent with national, provincial and territorial needs.	1. Number of permanent residents arriving in provinces (including through PNP). 2. Number of permanent residents going to Francophone minority communities.

Selection and processing of permanent residents (other than Permanent Resident Card)

CIC will continue to select and process permanent residents in accordance with IRPA and with departmental policies, programs and priorities.

Expected Results	Performance Indicators
Immigration applicants who meet qualification standards are granted permanent residence.	1. Number of permanent resident arrivals by category according to plan. 2. Processing times by category (actual number of months required to process 80 percent of applications).

Activity 2 – Temporary Resident Program

Program Description
Design, develop and implement policies and programs to facilitate the entry of temporary workers, students and visitors in a way that contributes to Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians.

Expected Results	Performance Indicators
Arrival of temporary residents who contribute to Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians.	1. Number of foreign workers by skill level (arrivals). *2008 planning range – 125,000 to 150,000* 2. Number of foreign students by level of education (arrivals). *2008 planning range based on historical data of 60,000 annually*

Planned Spending and Full-Time Equivalents			
	Planned spending 2008–2009	Planned spending 2009–2010	Planned spending 2010–2011
	$60.9M	$64.5M	$54.3M
	742 FTEs	758 FTEs	695 FTEs

Explanation of change: Planned spending in 2009–2010 increases by $3M in relation to the previous year primarily because of additional funding to support the 2010 Olympic and Paralympic Winter Games.

In 2010–2011, planned spending decreases when compared to the previous year, primarily because of the sunsetting of short-term funding related to the processing of international students. This change also results in decreased FTE levels over the same period.

Temporary resident policy and program development

CIC will continue to design, develop and monitor policies and programs to facilitate the entry of temporary workers, students and visitors in a way that contributes to Canada, while protecting the health, safety and security of Canadians.

Planned Activities	
Develop policies to increase the effectiveness of the TFW Program. Develop policies and programs to advance discretionary social programming.	
Expected Results	**Performance Indicators**
Policies and programs ensure program integrity.	1. Results of ongoing monitoring and assessment of programs. 2. Results of audits and evaluations.
Number of temporary residents is consistent with national, provincial and territorial needs.	1. Number of foreign workers by skill level by province/territory. 2. Number of foreign students by education level by province/territory. 3. Number of new or renewed provincial/territorial and other agreements.

Selection and processing of temporary residents

CIC will continue to select and process temporary workers, students and visitors in accordance with IRPA and departmental policies, programs and priorities.

Expected Results	Performance Indicators
Applicants who meet qualification standards are granted temporary residence (students, temporary workers, temporary resident permit holders).	1. Number of temporary resident arrivals (students, temporary workers, temporary permit holders). 2. Processing times by category.

Strategic Outcome 2: International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada

Performance Indicators

Number of protected persons and Convention refugees granted permanent residence.

2008 planning range – 26,000 to 31,800

Number of positions initiated or supported by Canada that are eventually reflected in international policy debate.

Introduction

Worldwide, a growing number of governments, bilateral and multilateral fora, non-governmental organizations (NGOs), and academic and other research institutes are adding to their agendas issues related to migration, refugees and citizenship. This fact highlights not only the importance being attributed to these matters, but also the variety of lenses through which they are viewed. These discussions, which are at varying levels of maturity, are making links between these policy domains and Canada's broader foreign affairs agenda, notably in such areas as international security, development assistance, trade, health and human capital flows. Canada has a recognized expertise in migration management and is frequently sought after to contribute to these international discussions. CIC aims to expand its leadership role in framing and advancing these important international migration policy and governance dialogues, and coordinating the Government of Canada's contribution to them. CIC will continue to promote a shared understanding of migration policies and perspectives across departments and encourage mutually beneficial exchanges with other states to increase understanding of migration trends and perspectives. All are part of CIC's continuing efforts to develop and implement a strategic agenda on global migration and protection, and to identify opportunities for advancing Canada's policy and program priorities through domestic and international linkages and partnerships.

Partnerships are particularly important for the effective delivery of Canada's humanitarian programs. CIC will continue to engage with stakeholders, both domestically and internationally, to identify solutions for providing protection where needs are greatest, to streamline procedures, and to develop programming to address the changing needs of resettled refugees. Internationally, Canada is a leader in seeking comprehensive solutions for more refugees, particularly those who have experienced extended periods of exile. Each year, Canada grants protection to many thousands of people, nearly half of whom are refugees selected abroad. The others are persons from within Canada who, after seeking asylum in Canada, are deemed to be in need of protection by the IRB and are then granted permanent residence.

Effective and timely health care is key to successfully integrating protected persons into Canadian society. Providing essential health care and rapidly identifying and managing diseases and illnesses will continue to be important aspects of protecting refugee claimants, other vulnerable immigrants and the health of Canadians.

Activity 3 – Canada's Role in International Migration and Protection

Program Description
Assert Canada's position in the context of international migration in order to protect Canada's right to set its citizenship, immigration and refugee policy; to meet legal and international obligations; to steer the international agenda on migration management issues, including its linkages with other public policy sectors; to contribute to managing migration internationally; and to support development of Canada's image abroad.

Expected Results	Performance Indicators
Canada influences the international policy debate as part of its international responsibilities with respect to international migration and refugee protection.	1. Number and description of new or renewed international agreements and/or other arrangements led, undertaken or established (multilateral, regional, bilateral including international organizations).

Planned Spending and Full-Time Equivalents

Planned spending 2008–2009	Planned spending 2009–2010	Planned spending 2010–2011
$4.0M	$4.0M	$4.0M
18 FTEs	18 FTEs	18 FTEs

Note – This activity includes contribution resources related to Migration Policy Development and the IOM, which are shown in the Details on Transfer Payment Programs.

International migration policy development

A continuing focus for CIC in 2008–2009 will be to work with other departments and levels of government in order to assert Canada's role in international migration and protection. Activities will involve influencing the international migration policy agenda through the development and promotion of Canada's position on international migration and refugee protection issues and through participation in multilateral, regional and bilateral fora. Interdepartmental and internal policy development will support CIC's commitment to a strategic agenda for global migration and protection, implemention of an engagement strategy for international partnerships and the Government of Canada's strategy for the Americas.

Planned Activities	
Enhance existing interdepartmental coordination and policy development mechanisms, manage Canada's participation regarding migration in international fora and encourage exchanges with foreign governments on migration issues in targeted international regions.	
Expected Results	**Performance Indicators**
Government of Canada has developed positions with respect to international policy debate on international migration.	1. Number and description of input into international resolutions on migration at international, multilateral, bilateral and regional fora. 2. Number and description of negotiations led or undertaken (bilateral, regional or multilateral, including international organizations).

Contributions to international organizations

Throughout 2008–2009, CIC will continue to develop and promote Canada's position on international migration policy matters by supporting international engagement and partnerships through investments in certain international organizations.

Planned Activities	
Manage Canada's contribution to and/or membership in the IOM, IGC, Puebla Process and Migration Policy Institute (MPI) and, in consultation with other government departments, define and communicate Canada's position on migration-related issues under discussion in these fora.	
Expected Results	**Performance Indicators**
Canada influences the international policy debate at the IOM, IGC and Puebla events.	1. Frequency and description of federal participation at IOM, IGC and Puebla events.

Activity 4 – Refugee Program

Program Description
Fulfilling Canada's international obligations by coming to the aid of persons in need of protection in Canada, and maintaining its humanitarian tradition by protecting refugees abroad and resettling them to Canada.

Expected Results	Performance Indicators
Persons in need of protection and Convention refugees are protected by Canada by upholding our international obligations and humanitarian traditions, while protecting the health, safety and security of Canadians.	1. Number of protected persons and Convention refugees granted permanent residence by category. *Target ranges for 2008:* *Government-assisted Refugees* *7,300 – 7,500* *Privately Sponsored Refugees* *3,300 – 4,500* *Protected Persons in Canada* *9,400 – 11,300* *Dependants Abroad* *6,000 – 8,500*

Planned Spending and Full-Time Equivalents

Planned spending 2008–2009	Planned spending 2009–2010	Planned spending 2010–2011
$94.2M	$94.1M	$93.9M
230 FTEs	230 FTEs	229 FTEs

Refugee policy and program development

CIC will continue to play a significant role in maintaining Canada's humanitarian tradition by protecting refugees and persons in refugee-like situations. The Department develops policies and designs programs for the in-Canada refugee protection system and for the identification and resettlement of refugees from abroad. The Department also represents the interests of the federal government in multilateral and bilateral international refugee protection fora.

Planned Activities
Coordinate efforts to refocus refugee policy and programs to ensure that they are proactive and provide protection and durable solutions. Follow up on the evaluation of the Private Sponsorship of Refugees Program,[9] particularly with regard to monitoring the activities of private sponsors and assessing the resettlement needs of privately sponsored refugees. Engage internal and external stakeholders regarding Canada's refugee protection system in order to foster dialogue on refugee protection issues and to inform refugee protection discussions domestically and internationally.

Expected Results	Performance Indicators
Policies and programs ensure program integrity.	1. Results of ongoing monitoring and assessment of programs. 2. Results of audits and evaluations.

Selection and processing of resettled protected persons (government-assisted refugees and privately sponsored refugees)

The Department will continue to implement IRPA and departmental policies and programs aimed at providing protection to those in need under the Government-assisted Refugee (GAR) and Privately Sponsored Refugee (PSR) programs.

Expected Results	Performance Indicators
Government-assisted and privately sponsored refugees are granted protection.	1. Number of arrivals of GARS and PSRs. 2. Processing times (GARs and PSRs).

9 See evaluation report at www.cic.gc.ca/english/resources/evaluation/psrp/psrp-summary.asp.

Interim Federal Health Program

The objective of the Interim Federal Health Program (IFHP) is to provide temporary, essential and emergency health coverage for refugee claimants, asylum seekers, Convention refugees and persons under detention by the CBSA. The IFHP provides coverage for persons who demonstrate financial need and who do not fall within the definition of "insured persons" under the *Canada Health Act* and therefore do not qualify for provincial/territorial health coverage.

The program provides coverage to approximately 90,000 clients through a network of 30,000 health-care providers across Canada, generating over 500,000 claims per fiscal year.

Planned Activities	
Develop and implement service improvement measures for streamlined program administration forms and processes, internal and external communications, and claims processing. Manage stakeholder relations with internal CIC partners and the Federal Health Partnership, the Interim Federal Health Benefits Administrator, the CBSA, service provider organizations and Sponsorship Agreement Holders.	
Expected Results	**Performance Indicators**
Eligible persons have access to temporary health coverage during their settlement period.	1. Total number of active clients per year. 2. Total number of claims per year.

Strategic Outcome 3: Successful integration of newcomers into society and promotion of Canadian citizenship

Performance Indicators

Income from all sources (investment, employment earnings, self-employment, employment insurance) for all immigration categories after five years and after 10 years compared to Canadian benchmark.

Social participation – donor and volunteer rates.
Target: 80 percent of immigrants make donations; 20 percent of immigrants volunteer

Increased participation of new and established Canadians in citizenship events.
Target: 50 off-site events by 2011

Introduction

Developing a strong sense of Canadian citizenship demands an ongoing and progressive commitment to active participation in Canadian society. Settlement policies and programs, developed through CIC's Integration Program, play a key role in setting the stage for newcomers' contribution to Canada. As newcomers seek to overcome barriers specific to the newcomer experience, settlement programming also plays a crucial role in providing immigrants and refugees with a supportive environment that enables them to maximize their potential and realize their aspirations, eventually leading to fuller participation in Canadian society. In Canada, welcoming newcomers and helping them settle and integrate into our society is a shared effort, with contributions from the federal government, provinces, territories, community organizations and others.

Obtaining Canadian citizenship is a significant step in the settlement process as it enables immigrants to fully participate in Canadian society. New Canadians, as well as Canadians by birth, are encouraged to express their commitment and increase their participation. This encouragement involves providing an environment where civic participation and the expression of identity are fostered through various tools for promoting and celebrating citizenship.

Activity 5 – Integration Program[10]

Program Description
Develop policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society by delivering orientation, adaptation and language programs for newcomers.

Expected Results	Performance Indicators
Newcomers contribute to the economic, social and cultural development needs of Canada.	1. Labour market participation – Employment rate compared to Canadian average after five years and after 10 years.

Planned Spending and Full-Time Equivalents

Planned spending 2008–2009	Planned spending 2009–2010	Planned spending 2010–2011
$940.8M	$1,021.0M	$1,026.2M
485 FTEs	478 FTEs	478 FTEs

Explanation of change: In 2009–2010, planned spending rises by $80M over the previous year, primarily because of increased funding of $62M for settlement and integration services across Canada, and additional funding of $18M for the *Canada-Quebec Accord*. FTEs show a slight decrease over the same period due to a lower operating component for settlement funding.

In 2010–2011, planned spending rises by $5M over the previous year, primarily because of additional funding for the *Canada-Quebec Accord*.

10 The Integration Program includes the Resettlement Assistance Program (RAP).

Settlement/resettlement policy and program development

CIC will continue to support the settlement, resettlement, adaptation and integration of newcomers to Canada by working to enhance the delivery of orientation, adaptation and language programs for newcomers, and undertaking a more focused, outcomes-based approach to settlement programming.

Planned Activities	
Revision and development of policies and programs in support of a more focused, outcomes-based approach to settlement programming. Following the formative evaluation of the Enhanced Language Training Program,[11] build on the program's strengths and develop an approach to enable assessment of participant outcomes in the longer term.	
Expected Results	**Performance Indicators**
Policies and programs ensure program integrity.	1. Results of ongoing monitoring and assessment of program integrity. 2. Results of audits and evaluations related to program integrity.

Foreign Credentials Referral Office

The FCRO, launched in May 2007, helps internationally trained individuals in Canada and prospective immigrants overseas find the information and the path-finding and referral services they need to put their skills to work. The FCRO offers comprehensive and authoritative information on the Canadian labour market and processes for credential assessment and recognition in Canada through a Web site and through in-person and telephone services in Canada delivered in collaboration with Service Canada. The FCRO also works closely with HRSDC's Foreign Credential Recognition Program, with partners across jurisdictions, and with employers and other stakeholders to strengthen foreign credential assessment and recognition processes in Canada.

11 See evaluation report at www.cic.gc.ca/english/resources/evaluation/index.asp.

Planned Activities	
Develop international strategy to provide information, path-finding and referral services to prospective immigrants still overseas. Continue to work with provinces and territories and other stakeholders (e.g. employers, assessment agencies, regulatory bodies, immigrant-serving organizations) to strengthen foreign credential recognition capacity in Canada.	
Expected Results	**Performance Indicators**
More internationally trained individuals in Canada and prospective immigrants overseas are better informed about employment opportunities and requirements in Canada.	1. Proportion of FCRO services users who feel that they know how to proceed to get credentials assessed.*

* As this is a new program, data for this indicator will be available in 2009–2010.

Immigration Loan Program

Canada provides loans to refugees in order to help them pay for the costs of medical examinations abroad, travel documents and/or transportation to Canada. This fund is essential since refugees often have few personal financial resources and are unable to access traditional lending institutions. The repayment record for the 50-year-old program is over 90 percent. In 2008–2009, CIC will continue to manage loan collection with due diligence to ensure the recovery rate for repayment remains at this level, thereby ensuring the sustainability of the refugee program. The current limit on the loan fund is $110 million.

Expected Results	Performance Indicators
Protection received by those otherwise unable to afford medical and transportation costs.	1. Number of persons served. 2. Percentage of GARs and PSRs taking out transportation and admissibility loans.

Activity 6 – Citizenship Program

Program Description
Design, develop and implement policies and programs to administer the acquisition of Canadian citizenship, and to enhance the values and promote the rights and responsibilities of Canadian citizenship.

Expected Results	Performance Indicators
Full participation in Canadian society of citizens.	1. Number and percentage of people who take up citizenship from permanent residence.

Planned Spending and Full-Time Equivalents

Planned spending 2008–2009	Planned spending 2009–2010	Planned spending 2010–2011
$54.0M	$53.8M	$53.7M
508 FTEs	508 FTEs	508 FTEs

Citizenship policy and program development

CIC will continue to design, develop and monitor policies and programs to contribute to the granting of Canadian citizenship and to the development of a modern vision of citizenship that reflects contemporary Canadian reality.

Planned Activities
Develop policy options to support amendments to the *Citizenship Act* and Regulations. Strengthen the evidence base for policy and program development.

Expected Results	Performance Indicators
Policies and programs ensure program integrity and protect the value of Canadian citizenship.	1. Results of ongoing monitoring and assessment of programs. 2. Results of audits and evaluations.

SECTION III
Other Items of Interest

Global Case Management System

The Global Case Management System (GCMS)[12] is the response to the CIC/CBSA business imperative to sustain integrity, security and efficiency in the delivery of immigration and citizenship services. It also provides the Government of Canada with a tool that is tailored to the population's changing and growing needs regarding service delivery in a rapidly evolving environment.

While the GCMS concept has been proven with the Citizenship release in 2004, significant adjustments to the system as built were required to address gaps and resolve underlying challenges. An options analysis conducted in the spring of 2007 determined that the project should proceed with a reduced scope that would capitalize on investment to date, contain project costs, and deliver the greatest business value while minimizing the risk of operational disruption.

Under the revised approach, the original project objectives will be achieved incrementally, establishing first a robust base that provides the bulk of the functionality required by all business lines overseas and in Canada. Further refinements will be developed and deployed through a series of manageable releases.

The GCMS is an essential underpinning in enabling a global information-based service to clients and an integral part of the vision for CIC's future program delivery.

Health Management

The movement of foreign nationals into Canada presents potential threats related to infectious diseases and excessive burden to the Canadian health-care system. Health management directly supports various CIC program activities by developing and implementing risk mitigation strategies to manage health issues related to immigration.

In cooperation with provinces and territories, CIC will continue to mitigate the risks of infectious diseases through the medical surveillance of newly arrived permanent and temporary residents who could pose public health risks. CIC will also continue to improve pre-departure and post-arrival health risk management strategies for refugees in protracted situations with limited health prevention and care facilities.

In partnership with DFAIT, HC and TBS, CIC will continue to support the delivery of the Public Service Health Overseas Program to Canadian-based staff and their dependants located overseas.

12 For a complete chronology of this major Crown project, refer to the TBS Web site at www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp.

Evaluation

The federal government environment, with its strong focus on results and accountability, has underlined the importance of the evaluation function in assessing the effectiveness of federal policies, programs and services. As well, internal demand for accurate, objective, evidence-based and timely information to support program and policy planning has grown considerably. To meet this demand, CIC will continue to strengthen the evaluation function and its role in the Department.

In 2006, CIC developed an evaluation policy that will continue to guide evaluation approaches in the future and will be reviewed to ensure its alignment with the changing context. The Department developed a rolling risk-based evaluation plan, to be reviewed and updated annually. An active evaluation committee, chaired by the Deputy Minister and comprised of senior departmental executives, approves the plan annually as well as all completed evaluations.

Several major evaluations are planned for the next fiscal year, including evaluations of the Skilled Workers Program, the TFW Program and the Medical Surveillance Program.

Strategic Research

Over the next three years, strategic research will focus on labour market responsiveness and economic indicators, language acquisition and literacy, framing citizenship and social integration, understanding sponsorship relationships, and understanding linkages across programs and immigration streams.

CIC is working to meet the statistical requirements of the Department, the provinces and territories, and other stakeholders. This work includes supporting horizontal policy development initiatives with other government departments such as HRSDC on labour market impacts and requirements, and providing data to Statistics Canada for population estimates. CIC will continue to expand the range of information available to the public through publications such as *Facts and Figures* and *The Monitor*.

Metropolis

In 1995, CIC and the Social Sciences and Humanities Research Council of Canada created the Metropolis Project to enhance the ability of CIC and other government departments to manage the challenges and capitalize on the opportunities associated with migration and the integration of ethnic, racial and religious minorities in large cities. The aims of Metropolis are to stimulate academic research in the field; encourage its use by policy makers and other government officials; and create opportunities for active collaboration among academic researchers, government officials and non-governmental organizations in managing issues relating to immigration and diversity, especially as they affect Canadian cities.

CIC leads the Metropolis Project, supported by a consortium of federal departments and agencies.[13] Metropolis

13 The following departments and agencies are providing funding for Phase 3: CIC; Canadian Heritage; Department of Justice; PHAC; Canada Mortgage and Housing Corporation; HRSDC; Public Safety Canada; Atlantic Canada Opportunities Agency; CBSA; Canada Economic Development for Quebec Regions; Northern Ontario Development Program; Rural Secretariat; Co-Operatives Secretariat; RCMP; and the Social Sciences and Humanities Research Council of Canada.

will continue to organize annual international and national conferences over the next three years. The five Metropolis centres of excellence in Canada will continue to conduct research into migration and diversity, and to publish an extensive series of working papers, scholarly articles and books. More information is available on the many Web sites associated with the project, which can be accessed at http://metropolis.net.

Gender-Based Analysis at CIC

Under IRPA, CIC is accountable to Parliament for conducting gender-based analysis (GBA) of the impact of the Act and its regulations.[14] A range of GBA initiatives are planned for 2008–2009. A GBA review of the Live-In Caregiver Program (LCP) will focus on recent changes to the work permit policy to consider the impacts of the longer work permit. An LCP literature review on gender-related settlement barriers is part of that initiative. A GBA review of the PNP will determine whether it is meeting economic development objectives under IRPA. As well, overall efforts to better understand immigration trends from a GBA perspective will continue.

The Citizenship Program will undertake a qualitative analysis of the motivations underlying the decision for naturalization through the establishment of immigrant witness groups. New settlement program policies and tools will be analysed to ensure that these initiatives will help to break down settlement and integration barriers, enabling people of both genders to better integrate into Canadian society. Finally, a gender analysis will be incorporated into the development of a monitoring and evaluation framework for the GAR and PSR programs.

14 For more detailed information, see CIC's 2007 *Annual Report to Parliament on Immigration* at www.cic.gc.ca/english/resources/publications/annual-report2007/section6.asp.

SECTION IV
Supplementary Information

Table 1: Departmental Links to the Government of Canada Outcomes

($ Millions)	Expected Results	**Planned Spending 2008–2009**	Planned Spending 2009–2010	Planned Spending 2010–2011	Alignment to Government of Canada Outcome Area
Strategic Outcome 1: Migration that significantly benefits Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians					
1. Immigration Program	Arrival of permanent residents who contribute to Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians	**$164.7M**	$164.5M	$164.4M	**Economic**: Strong economic growth
2. Temporary Resident Program	Arrival of temporary residents who contribute to Canada's economic, social and cultural development, while protecting the health, safety and security of Canadians	**$60.9M**	$64.5M	$54.3M	**Economic**: Strong economic growth
Strategic Outcome 2: International recognition and acceptance of the principles of managed migration consistent with Canada's broader foreign policy agenda, and protection of refugees in Canada					
3. Canada's Role in International Migration and Protection	Canada influences the international policy debate as part of its international responsibilities with respect to international migration and refugee protection	**$4.0M**	$4.0M	$4.0M	**International**: A safe and secure world through international cooperation

($ Millions)	Expected Results	**Planned Spending 2008–2009**	Planned Spending 2009–2010	Planned Spending 2010–2011	Alignment to Government of Canada Outcome Area
4. Refugee Program	Persons in need of protection and Convention refugees are protected by Canada by upholding our international obligations and humanitarian traditions, while protecting the health, safety and security of Canadians	**$94.2M**	$94.1M	$93.9M	**International**: A safe and secure world through international cooperation
Strategic Outcome 3: Successful integration of newcomers into society and promotion of Canadian citizenship					
5. Integration Program	Newcomers contribute to the economic, social and cultural development needs of Canada	**$940.8M**	$1,021.0M	$1,026.2M	**Social**: Diverse society that promotes linguistic duality and social inclusion
6. Citizenship Program	Full participation in Canadian society by citizens	**$54.0M**	$53.8M	$53.7M	**Social**: Diverse society that promotes linguistic duality and social inclusion

Contribution of CIC's Program Activities to Government of Canada Outcomes

1. The **Immigration Program** contributes to **strong economic growth** through the design, development and implementation of policies and programs to facilitate the entry of permanent residents in a way that contributes to Canada, while protecting the health, safety and security of Canadians.

2. The **Temporary Resident Program** contributes to **strong economic growth** through the design, development and implementation of policies and programs to facilitate the entry of temporary workers, students and visitors in a way that contributes to Canada while protecting the health, safety and security of Canadians.

3. **Canada's Role in International Migration and Protection** contributes to **a safe and secure world** by asserting Canada's position in the context of international migration in order to protect Canada's right to set its citizenship, immigration and refugee policy; to meet legal and international obligations; to steer the international agenda on migration management issues, including its linkages with other public policy sectors; to contribute to managing migration internationally; and to support development of Canada's image abroad.

4. The **Refugee Program** contributes to **a safe and secure world** through the fulfilment of Canada's international obligations by coming to the aid of persons in need of protection in Canada and maintaining its humanitarian tradition by protecting refugees abroad and resettling them to Canada.

5. The **Integration Program** contributes to **a diverse society that promotes linguistic duality and social inclusion** through the development of policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society by delivering orientation, adaptation and language programs for newcomers.

6. The **Citizenship Program** contributes to **a diverse society that promotes linguistic duality and social inclusion** through the design, development and implementation of policies and programs to administer the acquisition of Canadian citizenship and to enhance the values and promote the rights and responsibilities of Canadian citizenship.

Table 2: Sustainable Development Strategy

CIC tabled its Sustainable Development Strategy (SDS) 2007–2010 in Parliament on December 13, 2006.[15] Based on lessons learned from previous strategies, and on recommendations made by the Commissioner of the Environment and Sustainable Development, this strategy focuses efforts on fewer, more concrete commitments that will allow CIC to rethink how it approaches sustainable development and lay a strong foundation on which to build future sustainable development strategies.

The four key goals of CIC's SDS are to:

1. promote awareness of sustainable development principles and objectives among departmental staff, clients and stakeholders;
2. strengthen federal governance and decision making to support sustainable development;
3. contribute to building sustainable communities that enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations; and
4. minimize the negative environmental impacts of departmental operations.

The Department's focus in its 2007–2010 SDS is on governance and capacity building. More specifically, in 2008–2009, CIC will:

- continue implementing the communications plan developed during SDS III;
- begin internal consultations to identify gaps and opportunities in its SD program, clarify roles and responsibilities, and strengthen its implementation mechanisms;
- continue working on the development of a training plan; and
- review and update its guidelines.

15 For more information, see www.cic.gc.ca/english/resources/publications/sds/strategy-2007.asp.

Goal 1: To Promote Awareness of Sustainable Development Principles and Objectives among Departmental Staff, Clients and Stakeholders

Federal SD goal, including Greening of Government Operations Goals	Activity	Performance measurement from current SDS	Department's expected results for 2008–2009
Sustainable Communities: "Federal SD Goal IV"	Develop and implement an SD training plan for CIC covering the following topics: • principles of SD; • Strategic Environmental Assessments (SEAs); • waste management; • green procurement; • fleet management; and • optimal use of IT.	An SD training plan is approved by senior management by December 2008.	An SD training plan for CIC that covers the principles of SD, SEAs, waste management, green procurement, fleet management and optimal use of information technologies (IT), approved by senior management.
	Implementation of the SD communications plan to raise employee awareness of SD throughout the year on various themes: • water conservation; • energy efficiency; • clean air; • waste management; • workplace well-being, and health and safety programs; • green commuting practices; and • optimal use of IT.	Increase in level of employee awareness; increased level of employee participation in awareness-building activities; increased number of hits on SD-related Intranet pages (CIC Explore); increased volume of employee inquiries through the SDS e-mail account.	CIC employees have a better understanding of the principles of SD and how they can be integrated into their personal and professional lives.
	Develop an integrated policy framework for citizenship to raise the profile of citizenship among newcomers and Canadian-born individuals and to promote active citizenship.	Number of community-focused citizenship ceremonies.	At least one additional community-focused citizenship ceremony.
	Distribute information on sustainable development and environmental issues to visa-ready immigrants, newly settled immigrants and prospective citizens.	Number of copies of *Welcome to Canada* and *A Newcomer's Introduction to Canada* distributed to immigrants and prospective citizens.	Maintaining distribution to 100% of immigrants.

Goal 2: Strengthen Federal Governance and Decision Making to Support Sustainable Development

Federal SD goal, including Greening of Government Operations Goals	Activity	Performance measurement from current SDS	Department's expected results for 2008–2009
Governance for Sustainable Development: "Federal SD Goal VI"	Review and implementation of updated procedures related to CIC's SD program, including the SEA Policy Statement and Guide.	SD procedural documents are updated or created as needed, starting March 2008.	Clear and effective governance mechanisms to integrate SD into decision making.
	CIC will contribute to a joint initiative with other government departments and the Canada School of Public Service to design and deliver new Government of Canada SD training material.	Number of CIC employees participating in training.	

Goal 3: Sustainable Communities – Communities Enjoy a Prosperous Economy, a Vibrant and Equitable Society, and a Healthy Environment for Current and Future Generations

Federal SD goal, including Greening of Government Operations Goals	Activity	Performance measurement from current SDS	Department's expected results for 2008–2009
Sustainable Communities: "Federal SD Goal IV"	Ensure that programming supports the successful integration of newcomers into Canadian society and their contribution to a prosperous economy.	CIC's immigration, citizenship and refugee programs support the successful integration of newcomers into Canadian society and their contribution to a prosperous economy. For details on CIC's planned activities, see Section II of the *Report on Plans and Priorities*.	

Goal 4: Minimize the Negative Environmental Impacts of Departmental Operations

Federal SD goal, including Greening of Government Operations Goals	Activity	Performance measurement from current SDS	Department's expected results for 2008–2009
SD and use of natural resources: "Federal SD Goal V" Reduce greenhouse gas emissions: "Federal SD Goal III"	Implementation of CIC's Thinking Green Waste Reduction (TGWR) Plan developed and piloted under SDS III at CIC NHQ.	Number of branches in which the TGWR Plan is implemented.	TGWR Plan is implemented in at least six branches at CIC NHQ by March 2008. Paper consumption is reduced in these branches.

Electronic Tables

The following tables can be found on the TBS Web site at www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp.

Status Report on Major Crown Projects
This table provides supplementary information on CIC's major Crown projects (GCMS).

Details on Transfer Payment Programs
This table provides information on CIC's Transfer Payment Programs.

Evaluations
This table lists the Department's planned evaluations for 2008–2009.

Green Procurement
This table provides information on CIC's Green Procurement Plan for 2008–2009.

Internal Audits
This table lists the Department's planned internal audits for 2008–2009.

Progress toward the Department's Regulatory Plan
This table provides information on CIC's Regulatory Plan for 2008–2009.

Services Received Without Charge

Sources of Non-respendable Revenue

Goal 4: Minimize the Negative Environmental Impacts of Departmental Operations

Federal SD goal, including Greening of Government Operations Goals	Activity	Performance measurement from current SDS	Department's expected results for 2008–2009
SD and use of natural resources: "Federal SD Goal V" Reduce greenhouse gas emissions: "Federal SD Goal III"	Implementation of CIC's Thinking Green Waste Reduction (TGWR) Plan developed and piloted under SDS III at CIC NHQ.	Number of branches in which the TGWR Plan is implemented.	TGWR Plan is implemented in at least six branches at CIC NHQ by March 2008. Paper consumption is reduced in these branches.

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